

## 8 Utilities and Community Facilities

This element of the Comprehensive Plan is a compilation of objectives, goals, maps and programs to guide the future development of utilities to serve new development and community facilities to serve the City.

### 8.1 Community Facilities

#### 8.1.1 Community Facilities Inventory

The City of St. Francis is well served by many community facilities.

**City Administration and City Services:** The City Administration includes a Mayor and Common Council with a full time City Administrator and supporting staff.

The City provides fire suppression, emergency medical and police service. The fire Department employs 13 full-time and 25 part-time personnel. The Police Department employs 20 full-time personnel and is augmented by auxiliary police personnel providing 24 hour patrol.

City Administration, Fire and Police Departments are all located in the one facility. The capacity of the existing facility is reaching its limits, with the Fire and Police Departments utilizing some of the administrative spaces.

**Library:** The St. Francis Public Library that serves the community is a member of the Milwaukee County Federated Library System. When the St. Francis Public Library was built in 1987, an unfinished area of 6,000 square feet was included for expansion. The library currently has a plan that will provide more space for books, audiovisual materials and additional technology. The unfinished area can be developed as a children's library center, making it possible to expand the adult collection into the former children's space.

According to the Center of Education Statistics, the number of library visits in 2000 was 85,000. This is a significant increase from 80,000 in 1999 and 75,000 in 1998. This is an average of 9.77 library visits per capita. The library had a per capita expenditure of \$45.65 in 2000.



**Schools:** The St. Francis School District operates two PK-8 elementary schools Deer Creek and Willow Glen, and St. Francis High School. The School district also operates Horizon Academy, an alternate choice high school. Although the St. Francis School District is the smallest in the metropolitan area, a variety of activities and curriculum choices are offered. A after-school homework help club is available for the elementary school children as well as various enrichment classes offered through “Bridges to Learning” a St. Francis 21<sup>st</sup> Century Community Learning Center.

In addition, the area supports two parochial schools both operated by the Roman Catholic Church. Sacred Heart of Jesus is an elementary school for grades 1-8. Thomas More High School is a college preparatory high school.

The following charts and graphs compare the St. Francis School District to surrounding municipalities and national statistics and reflect the districts’ current enrollment patterns.

The student/teacher ratio for the district in the 2000 -2001 school year was comparable with the national average and slightly higher than the Cudahy School District. Data provided by the school district for the 2003-2003 school year show improved ratios ranging from 13.7 to 14.9 in the various schools.

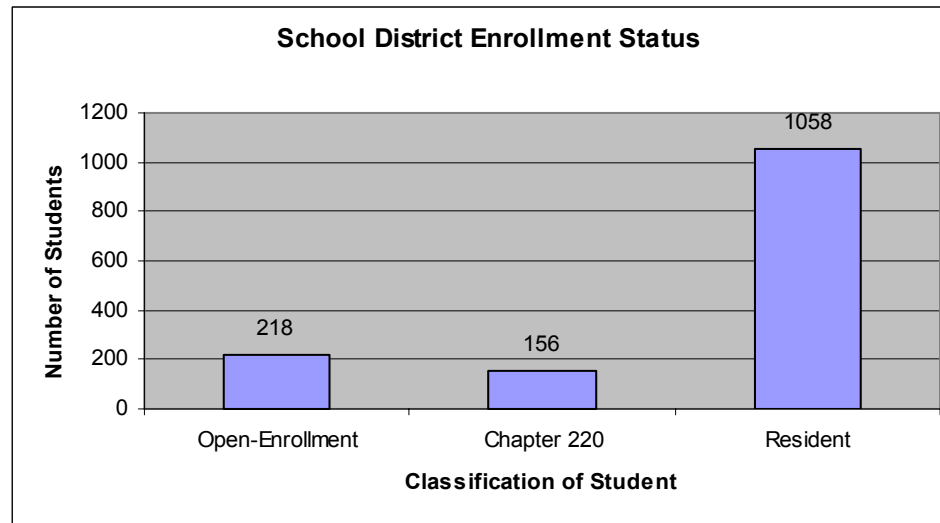
For the 2002- 2003 school year, 74% of the total student body were St. Francis residents, 11% were enrolled in Chapter 220 and 15% were students that participated in the Open Enrollment program.



	St. Francis	Cudahy	South Milwaukee	Oak Creek /Franklin	National
Total Schools	4	7	6	8	-
Total Students	1,456	2,983	3,588	4,823	-
Classroom Teachers (FTE)	90.7	212.6	231.8	288.3	-
Student/Teacher Ratio	16.1	14.0	15.5	16.7	16.1

	Deer Creek Elementary	Willow Glen Elementary	St. Francis High School
Total Students	452	433	532
Total Teachers (FTE)	33.0	29.5	35.7
Student/Teacher Ratio	13.7	14.7	14.9

School District				
Grade	Open-Enrollment	Chapter 220	Resident	Total by Grade
4k	5	4	58	67
5k	9	8	54	71
1	10	7	60	77
2	9	12	65	86
3	12	6	60	78
4	12	2	75	89
5	12	4	80	96
6	8	5	90	103
7	12	11	81	104
8	15	9	88	112
9	37	31	109	177
10	43	20	92	155
11	25	19	74	118
12	5	18	59	82
Hozizon Academy	4	0	13	17
Total	218	156	1058	1432



School district enrollment status for St. Francis, Wisconsin. All mentioned data is from the National Center for Education Statistics, CCD Public School Data 2002-2003.

**Health and Community Services:** The community is served by regional and local facilities including:

- *Medical Facilities:* The City is served by regional medical centers in the Metropolitan Milwaukee area. Within the community there are several medical offices, the largest of which is the Lakeshore Medical building operated by Aurora Health Care.
- *Day Care Facilities:* The Sisters of St. Francis of Assisi operate the St. Anne Intergenerational Day Care which provides day care services and activities for both children and senior citizens.



- *Senior Housing:* For a City of its size, St. Francis is well served with housing options for senior citizens. There are several senior housing complexes within the City. These include Howard Village (120 units), Thomson Meadows (100 units), Faircrest Apartments (43 units), Canticle Court (48 units), Juniper Court (53 units), Claire Hall (84 units), Windsor House (40units), and South Shore Manor (34 units),. In addition, housing for retired Roman Catholic Clergy and Nuns is provided on the Archdiocesan property as described below.
- *Catholic Archdiocese:* The Cousins Center is the houses the offices of the Roman Catholic Archdiocese of Milwaukee. In addition to office space, the facilities include a retreat center, housing for approximately 25 priests and play fields that are used be a variety of parishes. The Milwaukee Bucks occupy a space in the Cousins center for their corporate offices and practice facilities. The St. Francis seminary provides housing for approximately 12 retired priests in Meyer Hall and also several units for retired faculty and nuns. The Archbishop resides in the Brother House at the Seminary.
- *Non-Profit Organizations:* The Sisters of St. Francis of Assisi provide rental space within the Marion Center to non-profit groups.

**Park and Open Space:** The park and open space within a community can be considered both a community facility as well as a cultural resource. For the purposes of this planning process, a detailed discussion of the existing park and open spaces in the City of St. Francis is located in the *Natural and Cultural Resources* Chapter.



## 8.2 Utilities

### 8.2.1 Utility Inventory

In order to assess the utility needs for the City we must first look at what services are presently available and to what extent.

The City of St. Francis is fully served by WE Energies for electric power and natural gas. The electric power facilities include the Lakeside Power Substation at S. Packard Avenue and E. Howard Avenue and a major overhead transmission line, which generally runs southwest and west through the City. The natural gas service is provided from small diameter distribution mains buried in the City street rights-of-way.

SBC Ameritech provides telephone service to all areas of the City. Cable television is provided by Time Warner Cable and is carried on the same poles as the electric power and telephone service to all property in the City.

Cellular telephone service is provided by a number of carriers from towers erected within the City limits and beyond. At this time cellular service is uninterrupted in all areas of the City except along the S. Lake Drive corridor.

Internet service is provided to the community from various vendors including the City's cable television contractor and the existing telephone utility.

Potable water is available to all properties within the City and is provided on a retail basis by the City of Milwaukee Water Utility. The City of Milwaukee owns, operates and maintains their distribution system within the City of St. Francis and is responsible for billing their customers.

The City's stormwater drainage system is a partial system in varying states of installation. The completed system will not provide a storm sewer connection to each property in the City. The northwest quadrant system is generally complete with the exception of several extensions planned for E. Norwich Avenue and E. Tripoli Avenue. The southwest quadrant of the system is also generally complete with the exception of proposed extensions in S. Kansas Avenue, the ditch enclosure north of E. Leroy Avenue, and some short extensions on the north side of E. Layton Avenue. The southeast quadrant of the system is generally complete with the exception of short extensions needed on S. Hateley Avenue and S. Kirkwood Avenue. The northeast quadrant of the system is generally complete with the exception of extensions needed on E. Crawford Avenue, E. Koenig Avenue, S. Vermont Avenue and a short extension on E. Norwich Avenue.

The City's sanitary sewer system, as shown on Figure 8.3.1, is complete and provides service to all properties within the City. The City's sanitary sewer system is tributary to the Milwaukee Metropolitan Sewerage District's interceptor sewer system and the two wastewater treatment plants at Jones Island and South Shore. There are only three problem areas in the City's present system. The sanitary sewer line in S. Packard Avenue at the intersection with S. Lake Drive has a sag, which slows down the flow in that area of the system, and there are several pipe repairs needed on E. St. Francis Avenue and S. Ellen Street.





### 8.2.2 Utility Service to Potential Development

The existing utility systems provide the network for service extensions to the potential development areas. All power, communication, water, wastewater and drainage systems provide a point of connection for future development. In some cases, the services about the properties that could potentially develop and in others short service extensions may be required to provide the utility service.

The City is not responsible for providing electric power, gas, communications, cable television, and potable water. These are provided by public and private utility companies. The City of St. Francis provides the basic system for storm drainage and sanitary sewage collection and conveyance.

Storm water drainage from potential developments will be controlled to limit runoff from sites. The runoff will be limited to the amount presently tributary to the city's system in the property's undeveloped state. The Milwaukee Metropolitan Sewerage District's Rules and Regulations, Chapter 13, and the Wisconsin Department of Natural Resources Administrative Rules NR151 through NR155 as well as NR216 must be adhered too to obtain approval of site developments for storm water runoff control. These rules and regulations will control the quantity and quality of the surface water runoff from all developing sites both public and private. Therefore, the city's present storm drainage system should be adequate to handle the development of potential sites.

The City's newly formed storm water utility will provide the fiscal and administrative authority to operate and maintain the City's storm water drainage and management systems. This would include, for example, cleaning the system, maintaining structures and completing capital improvement projects for repair or extension of the infrastructure system to benefit the City as a whole. Any extensions required to the system to benefit individual parcels would be the responsibility of the developing landowner.

The present City sanitary sewer system should in general be able to accommodate potential development. The previously approved wastewater facility plans of the Milwaukee Metropolitan Sewerage District (MMSD) has set limits on the number of connections or the amount of additional flow which the District's system will accept. At this time, all potential development will be reviewed by the MMSD for sanitary sewer system contributions to determine if the MMSD would allow the additional flow into their system. Based upon the previous commitment to serve the lands adjacent to the lakefront, no additional connections to the system would be allowed by the MMSD. The MMSD is presently beginning the development of their next facility plan to cover the improvements to their system to the year, 2020. This facility plan is anticipated to be completed in 3 or 4 years or around 2007. It is very important that estimates of the City's future wastewater capacity needs be developed and included in the next MMSD facility plan.



### 8.2.3 Analysis

There are 16 areas within the City, which have the potential for development. At each of these sites we have evaluated the potential development and determined the amount of wastewater contribution to the City's system. This preliminary information will be useful in the City's evaluation of their facilities. It may also be the basis for the City and the MMSD to determine the number of connections or the amount of additional flow to be accounted for in the 2020 Facility Plan.

See Table 8.3.3 and Figure 8.3.3 for an analysis of the projected flow from the potential development sites, the amount of existing flow in the system to the point of connection and the existing sewer capacity immediately downstream of the connection point.



**Table 8.3.3**

<b>Potential Development</b>	<b>Projected Peak Flow Contribution (gpm)</b>	<b>Existing Peak Flow to Connection (gpm)</b>	<b>Existing Sewer Capacity at Connection (gpm)</b>	<b>Comments</b>
Area #1 – Possible commercial zoning use, hotel/motel site – 100 units	20	121	704	Okay, capacity available
Area #2 – Possible single family or condominiums – 22 units	19	39	390	Okay, capacity available
Area #3 – Possible commercial zoning use, approximately 250,000 sq. ft. of building	70	119	615	Okay, capacity available
Area #4 – Possible commercial zoning use, approximately 147,000 sq. ft. of building	41	3	382	Okay, capacity available
Area #5 – Possible commercial zoning use, approximately 73,000 sq. ft. of building	20	23	370	Okay, capacity available
Area #6 – Possible single family residential, 91 acres, approximately 200 lots @ 15,000 sq. ft.	455	0	2,000	Connection to 14" force main – requires future pumping station

<b>Table 8.3.3 (cont'd)</b>				
<b>Potential Development</b>	<b>Projected Peak Flow Contribution (gpm)</b>	<b>Existing Peak Flow to Connection (gpm)</b>	<b>Existing Sewer Capacity at Connection (gpm)</b>	<b>Comments</b>
Area #6 – Possible single family residential zoning in clean areas, 25 acres, approximately 55 lots @ 15,000 sq. ft.	125	0	2,000	Connection to 14" force main – requires future pumping station
Area #6A – Possible manufacturing zoning use, with buffers, approximately 226,000 sq. ft. of building	63	27	370	Okay, capacity available
Area #7– Possible commercial zoning use, approximately 173,000 sq. ft. of building	48	2,166	2,224	This project would bring existing sewer to capacity. Projected and existing flow totals 2,214 gpm (98.6% of capacity).
Area #8 – Possible single family residential zoning use, approximately 8 lots	18	12	399	Okay, capacity available

Table 8.3.3 (cont'd)				
Potential Development	Projected Peak Flow Contribution (gpm)	Existing Peak Flow to Connection (gpm)	Existing Sewer Capacity at Connection (gpm)	Comments
Area #9 – Possible manufacturing zoning use, approximately 169,000 sq. ft. of building	47	1,414	1,771	Okay, capacity available
Area #10 – Possible single family or condominium residential zoning use, approximately 48 condominiums	62	31	291	Okay, capacity available
Area #11 South – Possible commercial zoning use, approximately 71,000 sq. ft. of low profile building	20	14	1,035	Okay, capacity available
Area #11 North – Possible commercial zoning and recreational use, approximately 249,000 sq. ft. of building	69	56	370	Okay, capacity available

<b>Table 8.3.3 (cont'd)</b>				
<b>Potential Development</b>	<b>Projected Peak Flow Contribution (gpm)</b>	<b>Existing Peak Flow to Connection (gpm)</b>	<b>Existing Sewer Capacity at Connection (gpm)</b>	<b>Comments</b>
Area #12 – Possible single family or condominium residential zoning use, approximately 65 lots @ 15,000 sq. ft. or 130 condominiums	170	2,327	2,200	This project will exceed the capacity of the available sewer by 127 gpm.
Area #13 – Possible single family zoning use, 28 acres, approximately 90 lots @ 10,000 sq. ft. – only if School District agrees	187	0	785	Existing school use may be replaced with residential use, capacity available.
Area #14 – Possible single family zoning use, approximately 5 lots	11	9	414	Okay, capacity available

Table 8.3.3 (cont'd)				
Potential Development	Projected Peak Flow Contribution (gpm)	Existing Peak Flow to Connection (gpm)	Existing Sewer Capacity at Connection (gpm)	Comments
Area #15 – Possible single family zoning use, approximately 16 lots	36	24	963	Okay, capacity available
Area #16– Possible single family or condominium residential and commercial zoning use, approximately 8 lots and 18,500 sq. ft. of building	20	34	393	Okay, capacity available

Note: Peak flow is 4 times the average flow

Note: GPM = gallons per minute



Based upon the preliminary information contained in Table 8.3.3, there are only two locations where the existing sewer system will be at or over capacity. The first location is on S. Packard Avenue just south of S. Lake Drive. This segment of 21-inch sewer will be at capacity when development occurs on the WE Energies Substation Site (Area #7). The second area is on the DeSales Seminary lands (Area #12). The existing 24-inch sewer is installed at a very flat slope and at present the existing peak flow is just slightly over the capacity of that sewer. The existing 24-inch sanitary sewer will be approximately 6% over capacity should the potential development of 300 housing units occur. Unless the capacity of this sewer is increased it would appear that the development of the DeSales Seminary Lands would not be feasible.

#### 8.2.4 Utility and Community Facility Goals

The City enjoys many existing community facilities. The following are general goals to promote and enhance these facilities:

- Maintain or enhance City services to residents
- Support the expansion of the library
- Work cooperatively with the School District to maintain and enhance the quality of the school district
- Provide support for youth, senior and inter-cultural community activities.

In general, the City's utility system is capable of supporting existing and future development. The following are general goals to be considered for providing adequate future utility service:

- Continue to monitor system integrity.
- Coordinate with the MMSD for future development connections.
- Promote expansion of the utility systems to meet the needs of the developing areas.

#### 8.2.5 Utility and Community Facility Implementation Strategies

Implementation strategies are the basic tool used to achieve the goals identified. The implementation strategies here are both specific to identified elements of the plan and general to address future needs.

- Meet with MMSD to convey sanitary sewer service needs for developing the present underdeveloped sites in the City.
- Develop standards that meet the City's, MMSD's and DNR's requirements for utility extensions for developing sites.

- Implement an annual program for evaluating capacity, maintenance, operation and management of utility systems.
- Annually evaluate the services provided by police, fire and emergency medical services in order to ensure prompt and efficient response to emergencies.
- Review the adequacy of the building and appropriateness of the location of the City government offices.
- Explore cooperative agreements with other units of government in the area to determine the possibilities for cost savings and improved service delivery.
- Assign representatives from the City and School District to serve as active liaisons between the City and the School District to address issues of mutual concern.

## 9 Intergovernmental Cooperation

### 9.1 Introduction

The purpose of the Intergovernmental Cooperation Plan is to identify actions that the City of St. Francis can take to improve communication with surrounding municipalities, improve regional planning, reduce public costs and avoid conflicts.

The City of St. Francis is linked to a number of governmental agencies including the City of Milwaukee, the City of Cudahy, Milwaukee County, the State of Wisconsin, Southeastern Regional Planning Commission (SEWRPC) and the Wisconsin Department of Natural Resources. These relationships are interdependent, making cooperation essential.

Intergovernmental Cooperation includes any agreement by which officials of two or more jurisdictions communicate visions and coordinate plans, policies and programs to address and resolve issues of mutual interest. The agreements between municipalities can range from simple communication and sharing of ideas to formal agreements, sharing of resources or consolidation of services.

Many issues cross jurisdictional boundaries, affecting more than one community. Increasingly many vital issues are regional issues and require a multi-jurisdictional approach to management.

Some of the benefits of good intergovernmental cooperation include:

- **Cost Savings** – Cooperation can save money by increasing efficiency and avoiding unnecessary duplication.
- **Address Regional Issues** – By communicating their actions, and working with regional and state

jurisdictions, local communities are able to address and resolve issues that are regional in nature.

- **Early identification of issues** – Cooperation enables jurisdictions to identify and resolve potential conflicts at an early stage, before political stakes have been raised and before issues have become conflicts or crises.
- **Reduced litigation** – Communities that cooperate are able to resolve issues before they become mired in litigation. Reducing the possibility of costly litigation can save a community money, as well as the disappointment and frustration of unwanted outcomes
- **Consistency** – Cooperation can lead to consistency of the goals, objectives, plans, policies, and actions of neighboring communities and other jurisdictions.
- **Predictability** – Jurisdictions that cooperate provide greater predictability to residents, developers, businesses and others. Lack of predictability can result in lost time, money and opportunity.
- **Understanding** – As jurisdictions communicate and collaborate on issues of mutual interest, they become aware of one another's needs and priorities. They can better anticipate problems and work to avoid them.
- **Trust** – Cooperation can lead to positive experiences and results that build trust between jurisdictions.
- **History of success** – When jurisdictions cooperate successfully in one area, the success created positive feelings and an expectation that other intergovernmental issues can be resolved as well.
- **Service to citizens** – The biggest beneficiaries of intergovernmental cooperation are citizens for whom the government was created in the first place. They may not understand, or even care about the intricacies of a

particular intergovernmental issue, but all Wisconsin residents appreciate their benefits, such as cost savings, provision of needed services, a healthy environment and a strong economy.

*Source: Wisconsin Department of Administration: A Guide to Preparing the Intergovernmental Cooperation Element of a Local Comprehensive Plan.*

## 9.2 Existing Conditions. Potential Conflicts and Opportunities for Intergovernmental Cooperation

There are several opportunities for the City of St. Francis to work collaboratively with other governmental bodies. Some areas may be controversial and need to be worked out over time. Some potential conflicts may arise with the City of Milwaukee and the City of Cudahy over economic development issues. Other contentious issues could arise over shared municipal services. Sections 9.2.1 – 9.2.6 identify areas where the City could work collaboratively with other governmental bodies.

### 9.2.1 Police and Fire Departments

In December of 2000, a Multi-jurisdictional Fire Service Study was completed for the City of Cudahy and The City of South Milwaukee. The study examined all services provided by the fire departments, including prevention, firefighting, hazardous materials incident mitigation, support services and emergency medical services.

The City Council voted not to explore the possibility of consolidation of Fire Service at this time. This topic could be revisited in the future.

### 9.2.2 Regional Planning

Regional Planning issues that could be the basis of intergovernmental cooperation include:

- *Planning for the Layton Avenue Corridor.* The City of Cudahy has recently undertaken a major redevelopment of it's downtown area. This redevelopment includes streetscape improvements as well as major development projects. Layton Avenue serves as a boundary between the City of Cudahy and the City of St. Francis. A joint planning effort for the improvement of Layton Avenue would be in the best interest of both communities.

### 9.2.3 Transportation Planning

- *Regional Roadways.* The City should be included with the County, SEWRPC and WISDOT in any regional planning efforts to change or alter any roadways within the City.
- *Commuter Rail.* The proposed commuter rail system will also affect the City. The City needs to be a partner in the planning process to insure that the system will ultimately benefit the residents and businesses in St. Francis.
- *Milwaukee County Transit.* The City needs to begin a conversation with the Milwaukee County Transit Authority to insure that their residents are well served with transit options. This is especially critical with the number of housing units (which will include senior

housing) that are currently being constructed along Lake Drive.

#### 9.2.4 Environmental Planning

There are a variety of significant environmental features within the City of St. Francis. These areas are mapped in Chapter 5.

- *Assessment of green space within the City.* The City should work with the Milwaukee County Parks Department to assess the regional parks and make necessary improvements and updates. This effort could also involve the City of Cudahy and the Bay View neighborhood in the City of Milwaukee.
- *Re-development of Bike Trails.* The City should work with the Milwaukee County Parks Department to improve the Oak Leaf Trail and other bikeways within the City.
- *Preservation of Significant Environmental Assets.* . The City should work with the Milwaukee County Parks Department, SEWRPC, and the Wisconsin Department of Natural Resources to assess the existing natural areas as mapped in Chapter 5 and preserve them to the greatest extent possible.

#### 9.2.5 School District

- The City of St. Francis Police Department currently partners with the City of St. Francis School District by providing a special officer at the High School.
- The St. Francis School District currently does share some athletic teams with the Cudahy School District.
- Opportunities for further sharing of services between local school districts or specialization of area schools should be explored.
- The School District supports the websites of City.

#### 9.2.6 Resource Sharing

- *Geographic Information Systems* – The City should engage both SEWRPC and Milwaukee County in a process to establish a regional GIS system to better serve the community. This also may be undertaken as an effort with the City of Cudahy.
- *Department of Public Works* – A study of the costs and benefits of sharing some DPW services or facilities could be undertaken with the City of Cudahy.
- *Library System* – The St. Francis Library is part of the County Federated Library System. This partnership should be encouraged and strengthened.





## **10 Implementation**

The Comprehensive “Smart Growth” Plan sets forth an agreed-upon “road map” for community improvement and development within the City of St. Francis during the next ten to twenty years. In many ways the planning process has just begun. The formal adoption of the City of St. Francis Comprehensive Plan is the first step, not the last. Without continuing action to implement the Plan recommendations, the City’s efforts up to this point will have little lasting impact. The appropriate implementation tools will assist the City in realizing the plans and potentials outlined in the Plan.

This section lists several implementation tools that can be used by the City to achieve the goals set forth in this plan. In addition, this section summarizes the detailed recommendations made throughout this plan, identifies the parties responsible for completing the recommendation and assigns a priority level to each recommendation.

### **10.1 Official Controls**

The Comprehensive Plan provides guidance for making zoning and other regulatory decisions in the community. The standards and development goals established in this Comprehensive Plan should direct the revision of the any ordinances and its contents. As well as guide the development of detail designs and guidelines.

#### **10.1.1 Zoning**

While many of the proposed land uses are permitted in their respective districts, and are allowed to occur, there are occasional restrictions placed on uses and their specific location within the zoning district. A careful analysis of the Comprehensive Plan recommendations and the zoning ordinance should be conducted and any necessary revisions incorporated.

### **10.1.2 Illustrated Architectural Design Guidelines**

These guidelines should establish such elements as design details and standards for building form and fenestration, materials, signage, lighting, site furniture and details.

### **10.1.3 City Center Development Plan**

As plans are developed to create a City Center for the Community, a clear development plan will provide guidelines for development. The plan should include land use, build-to guidelines, building heights, materials, and style, fenestration, parking and circulation details.

### **10.1.4 City Landscape Standards**

Landscaping is an important factor in creating a desirable environment. A landscape improvement plan for the City should develop standards for landscape for all arterials and public places in the City. The standards will also address issues of operation, maintenance and management.

## **10.2 Staff Activities**

This comprehensive plan will serve to guide additional actions. Many of these actions will be future planning. Any future planning should be consistent with this Comprehensive Plan, or the plan should be revised to reflect the new thinking.

### **10.2.1 Development Applications – City staff,**

Planning Commission and Common Council will refer to the maps, objectives and policies in this plan when reviewing applications for rezoning, conditional use permits, land subdivision or site plan approval.

### **10.2.2 Sub-Area and Neighborhood Plans – The City** should prepare more detailed plans for

neighborhood and sub areas within the City that are consistent with the objectives and policies in the Comprehensive Plan. The Comprehensive Plan may be amended to reflect the more detailed ideas generated in such plans. This is especially critical for the WE Energies land as well as the commercial corridor on Layton Ave.

### 10.3 Specific Implementation Plan

The following table summarizes the detailed recommendations made throughout this plan, identifies the parties responsible for completing the recommendation and assigns a priority level to each recommendation.

Priority 1 projects should be undertaken immediately. Many of these are projects which entail a public policy or administrative action, and will not require a significant new allocation of funds. Others may require significant investment, but are necessary actions to help ensure successful revitalization.

Priority 2 projects should be undertaken during the next five years, although many could begin immediately. While these are considered just as important as Priority 1 projects, they will likely require more time and effort to implement.

Priority 3 projects should be undertaken over the next 10-15 years. These include projects which appear to be more difficult or costly to achieve, represent ongoing initiatives of have received less initial local support. These projects could move forward if market conditions or local priorities change during the next few years.

<i><b>Element/Category</b></i>	<i><b>Recommendation</b></i>	<i><b>Priority Level</b></i>	<i><b>Responsible Party</b></i>
<b>Housing</b>	Identify land available for infill housing development	1	Staff
	Rezone parcels to promote single-family residential infill development. Only permit multi-family housing along community corridors.	1	Common Council and Plan Commission
	Establish a program to enforce exterior maintenance of residential units.	1	Building Inspector
	Create incentives programs for infill single family residential development	2	Community Development Authority



<i><b>Element/Category</b></i>	<i><b>Recommendation</b></i>	<i><b>Priority Level</b></i>	<i><b>Responsible Party</b></i>
<b>Economic Development</b>	Assist business owners with development plans in order to ensure that the site plan conforms to the Comprehensive Plan.	2	Staff
	Develop an environmental review process to guide decision making about proposed new development	2	Staff
	Identify areas of the City that merit special attention in order to prevent inappropriate uses or impacts.	1	Community Development Authority and Common Council
	Develop a detailed site plan for the WE Energies land.	1	Community Development Authority
	Work collaboratively with the City of Cudahy to develop a cohesive plan for the commercial district along Layton Ave.	2	Community Development Authority
	Develop a cohesive plan for the Kinnicinnic Ave. corridor.	1	Community Development Authority
	Develop detailed site plans for other critical sites within the community to ensure a clear vision for these critical sites.	1	Community Development Authority
	Ensure adequate infrastructure is in place to support businesses (utilities, sidewalks, roadways etc.)	1	Board of Public Works and Common Council
	Assist the Association of Commerce in working with business and property owners to find ways to better meet the needs of the general public.	1	Economic Development Committee
	Enforce exterior maintenance of commercial properties.	1	Building Inspector

<b><i>Element/Category</i></b>	<b><i>Recommendation</i></b>	<b><i>Priority Level</i></b>	<b><i>Responsible Party</i></b>
<b>Cultural Resources</b>	Inventory and document historic structures and ancient and historic archeological sites in the City.	3	Common Council
	Develop a Historic Preservation Ordinance to protect significant historic buildings.	3	Common Council
	Ensure future development protect and preserve the cultural resources within the City.	1	Staff
	Participate with SEWRPC and Milwaukee County Park Department in review and revisions to the Milwaukee County Park and Open Space Plan.	1	Park Commission
	Work with Milwaukee County Parks Department to improve maintenance in existing County Parks within St. Francis.	1	Park Commission

<i><b>Element/Category</b></i>	<i><b>Recommendation</b></i>	<i><b>Priority Level</b></i>	<i><b>Responsible Party</b></i>
<b>Natural Resources</b>	Monitor construction sites to require erosion control devices be kept in good working order.	1	Building Inspector
	Meet with WE Energies to check on clean up status of their various sites.	2	Staff
	Meet with Milwaukee County Parks officials to review any changes in bluff conditions along Lake Michigan.	2	Staff
	Review future industrial development for potential increases in air and noise pollution.	1	Staff
	Southeastern Wisconsin Regional Planning Commission recommends Milwaukee County purchase the Seminary Woods property from the Archdiocese.	2	Common Council
	Recommend preparation of a neighborhood plan for development of WE Energies sites to identify open lands for restoration, potential preservation of environmentally sensitive areas and developable lands.	1	Community Development Authority
	Several small woodland stands throughout the City should be reviewed for potential preservation through the development review and approval process.	1	Park Commission and Staff



<b><i>Element/Category</i></b>	<b><i>Recommendation</i></b>	<b><i>Priority Level</i></b>	<b><i>Responsible Party</i></b>
<b>Land Use</b>	Require all new development to follow guidelines developed in this plan for neighborhoods, districts and corridors	1	Common Council, Plan Commission and Community Development Authority
	Rezone land were appropriate to conform to land use goals of this plan.	1	Common Council and Plan Commission
	Prepare detailed neighborhood plans to refine the general land use plan (with priority placed on WE Energy Land, Layton Ave. Corridor and KK Corridor)	1	Community Development Authority

<b><i>Element/Category</i></b>	<b><i>Recommendation</i></b>	<b><i>Priority Level</i></b>	<b><i>Responsible Party</i></b>
<b>Transportation</b>	Address arterial congestion with engineering study, and construction, as needed	1	Board of Public Works and Traffic Safety Committee
	Require developers to make public improvements where traffic/transit impacts occur. Impacts are identified in the Traffic Impact Analysis.	1	Board of Public Works and Traffic Safety Committee
	Complete identified bike trails/paths of the lakefront and through WE Energies properties and along Pennsylvania Avenue from Layton Avenue to Howard Avenue as the parcels develop.	2	Plan Commission and Board of Public Works
	Work with Milwaukee County Transit System to establish bus service east of Kinnickinnic Avenue on Howard Avenue and on Lake Drive south of Packard Avenue. Update/review transit need on regular 2 to 4 year cycle.	2	Common Council and Staff
	Police department to monitor speeds on E. Howard Avenue to reduce the potential for accidents at the entrances to STH 794.	1	Police Chief and Traffic Safety Committee
	Contact Wisconsin Department of Transportation to review potential blind spot while merging onto STH 794 northbound.	1	Traffic Safety Committee, Common Council and Staff
	Work with the City of Cudahy to secure the train station for the future commuter railroad line at Barnard Street (2 blocks south of Layton Avenue).	2	Common Council

<b><i>Element/Category</i></b>	<b><i>Recommendation</i></b>	<b><i>Priority Level</i></b>	<b><i>Responsible Party</i></b>
<b>Utilities</b>	Meet with MMSD to convey sanitary sewer service needs for developing the present underdeveloped sites in the City.	1	Staff and Common Council
	Develop standards that meet the City's, MMSD's and DNR's requirements for utility extensions for developing sites.	1	Common Council, Staff and Board of Public Works
	Implement an annual program for evaluating capacity, maintenance, operation and management of utility systems.	1	Common Council, Staff and Board of Public Works
<b>Community Facilities</b>	Annually evaluate the services provided by police, fire and emergency medical services in order to ensure prompt and efficient response to emergencies.	1	Police and Fire Commission and Common Council
	Review the adequacy of the building and appropriateness of the location of the City government offices.	2	Community Development Authority
	Explore cooperative agreements with other units of government in the area to determine the possibilities for cost savings and improved service delivery.	3	Common Council
	Assign a representatives from the City and School District to serve as active liaisons between the City and the School District to address issues of mutual concern.	1+	City Adminstator

<b>Element/Category</b>	<b>Recommendation</b>	<b>Priority Level</b>	<b>Responsible Party</b>
<b>Intergovernmental Cooperation</b>	Study the possibility of consolidation of Fire Safety services with surrounding municipalities	3	Common Council
	Planning for Layton Ave. Community Corridor	2	Community Development Authority
	Assessment and Acquisition of green space within the City	2	Park Commission and Common Council
	Regional roadway planning	2	Board of Public Works, Plan Commission and Common Council
	Commuter Rail planning	2	Common Council and Staff
	Milwaukee County Transit Service	2	Common Council and Staff
	Cooperation with St. Francis School District	1	City Administrator and Common Council
	Geographic Information Systems sharing with SEWRPC and Milwaukee County	1	Common Council and Staff
	Department of Public Works Consolidation/Shared Services	1	City Engineer
<b>Implementation</b>	Comprehensive Plan Monitoring	1	Common Council, Community Development Authority and Plan Commission
	Comprehensive Plan Amendments	2	Common Council
	Comprehensive Plan Updates	3	Common Council

#### 10.4 Plan Monitoring, Amendments and Updates

The City should regularly evaluate its progress towards achieving the recommendations of the Comprehensive Plan and amend and update the Plan as appropriate. The following suggests recommended criteria and procedures for monitoring, amending and updating the Plan.

**Plan Monitoring** – The city should consistently evaluate its decisions on private development proposals, public investments, regulations, incentives and other actions against the recommendations in this Comprehensive Plan. The recommendations and priorities assigned to each in the previous table should provide a starting point for budget and work program planning.

**Plan Amendments** – Amendments may be appropriate in the years following the initial Plan adoption, particularly in instances where the Plan is becoming irrelevant, contradictory to emerging policy, trends, or when new information is available. “Amendments” are generally defined as minor changes to the plan maps or text. This Plan should be specifically evaluated for potential amendments every two to three years. Frequent amendments to accommodate specific development proposals should be avoided.

**Plan Updates** – The Comprehensive Plan should be updated at least once every ten years. An Update results from revisiting the entire plan document. As opposed to an amendment, an update is often a substantial re-write of the land document and maps.